



Toronto  
Community  
Housing

# A Year Like No Other

Compassion. Support. Community.

## 2020 GRATITUDE REPORT

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# 2020 Gratitude Report

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# A Message From the Chair

There is no question 2020 was a year unlike any other, as COVID-19 disrupted the way we worked and lived. Looking back on this challenging year, what stands out most is the exemplary work done by our employees, day after day, to deliver services and support to tenants. In so many ways, it defines who we are and what we stand for as a social housing provider.

Throughout the pandemic, most of our employees have been on the frontlines serving communities hard hit by the virus. In the face of this challenge, our frontline employees stepped up beyond simply keeping buildings clean and well-maintained, but also to ensure tenants were cared for through wellness checks. We were able to support tenants through working with community partners to provide food, medicine and other essentials. We also played a critical role in testing and more recently vaccinations at TCHC buildings so that tenants could receive these services close to home. At the same time, the rest of our team kept our day-to-day business running smoothly from home.

*“Looking back on this challenging year, what stands out most is the exemplary work done by our employees, day after day, to deliver services and support to tenants. In so many ways, it defines who we are and what we stand for as a social housing provider.”*

During the deeply painful aftermath of the murder of George Floyd, Black staff engaged in dialogue with our Executive Leadership Team, Black staff in management and with Board members on how the organization could commit to dismantling anti-Black racism. Through this dialogue, our leadership acknowledged that the realities of anti-Black racism in TCHC’s communities had not been addressed and put in place a dedicated team to develop a TCHC strategy for confronting anti-Black racism which the Board of Directors approved in February 2021.

Underpinning all of this work was the development of TCHC’s 2020-2021 Strategic Priorities, which anchor the organization on six goals that focus on delivering best-in-class service to tenants and ensuring that employees are empowered to bring to life a culture of tenants first.

While acknowledging the enormous difficulties our employees and tenants faced this past year, we hope we have become a stronger, more resilient organization as a result. Above all else, our commitment to support tenants has never been greater, and on behalf of the Board of Directors I want to thank our employees who continue to put tenants first.



**Tim Murphy,**  
Chair, Board of Directors

# A Message From the Acting President and CEO

In 2020 at Toronto Community Housing we witnessed the true spirit of community and the passion and commitment of tenants and employees to help each other through what has been a year like no other.

The COVID-19 pandemic put to the test our new service model ensuring that we met the highest standards of service to our tenants. I am grateful to our frontline teams who stepped up to ensure that TCHC buildings were clean and well maintained, and that protocols were in place to prevent the spread of the virus. Keeping tenants and employees safe has been our primary concern and will continue to be as we work closely with our key health partner Toronto Public Health to monitor our communities.

*“I am grateful to our frontline teams who stepped up to ensure that TCHC buildings were clean and well maintained, and that protocols were in place to prevent the spread of the virus.”*

One of the cornerstones of our work in 2020 was the continued development of Tenant Service Hubs, the foundation of our new service model. We were thrilled to successfully open three hubs in the fall of 2020 and by the end of 2021 we will have all 88 hubs ready to receive tenants in a safe and welcoming environment.

Building capital repairs continued in 2020 and despite the challenges of doing this work in a pandemic, we delivered a record-level \$350-million program to improve and enhance quality of life for our tenants.

In 2020 we refreshed our tenant complaint process and communications, which resulted in a 48 per cent increase in tenants sharing their concerns with us. It's important that tenants are able to let us know when things need to be fixed. This is a priority for TCHC and we will continue to focus our efforts on ensuring that our tenants' needs are fully met.



**Sheila Penny,**  
Acting President and  
Chief Executive Officer

Momentum also continued on the City's efforts, through Tenants First, to establish a new Seniors Housing Corporation. Our Seniors Housing Unit launched the first phase of the Integrated Service Model in 18 buildings in the south-east region, offering tenants increased access to health and community support services. This model will be implemented throughout all 83 seniors buildings by the end of 2022.

I was profoundly moved by the courage of the 600 Black tenants and employees who shared with us their lived experience dealing with anti-Black racism. The development of the Confronting Anti-Black Racism Strategy responds to what we were told needs to be done to truly change TCHC

to be an organization that advances the needs of Black tenants and employees. I could not be more proud of this work and the impact it will have.

TCHC's work in 2020 was guided by our past President and CEO Kevin Marshman, who retired at the end of March 2021. TCHC has made great strides under Kevin's leadership, and as Acting President and CEO my mandate is to continue on this path as there is much to do. This means continuing to deliver on our strategic priorities aimed at improving the quality of our housing and services, and on building a culture that puts the needs of our tenants first—and we are well on track!

# A year like no other . . .

This report highlights the incredible contributions of our employees in 2020 in responding to the COVID-19 pandemic. Our employees stepped up in so many ways and we are a better organization because of their commitment, courage and passion.

Throughout the pandemic, our employees worked tirelessly to ensure our buildings were safe and tenants got the support they needed. Despite having to change how we worked due to provincial lockdowns, our teams were highly effective in meeting the demands of our day-to-day business activities, which continued seamlessly and without disruption.

## Caring for tenants and employees through a pandemic

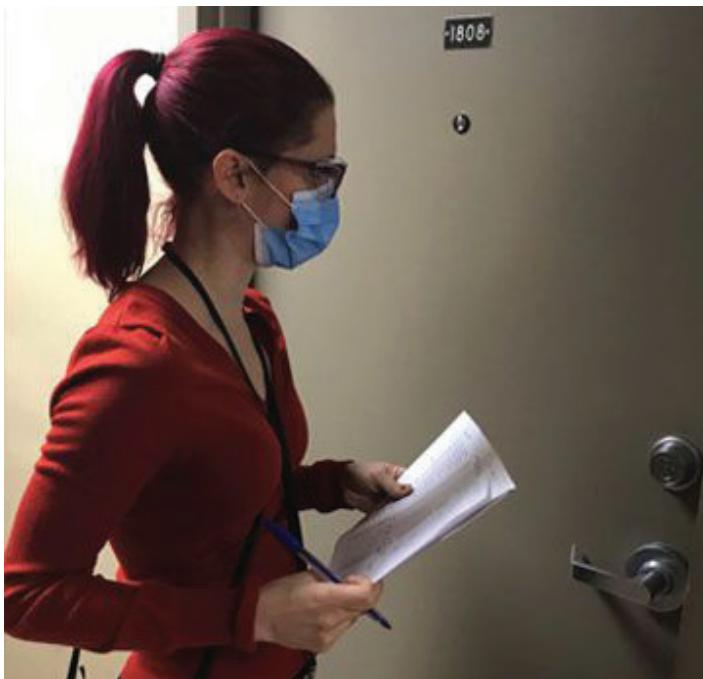
Our team conducted more than 19,000 wellness checks by telephone and door-knocking in 2020. They checked in with more than 13,000 households in the seniors portfolio and some 6,000 households in the family portfolio that were identified as vulnerable. They identified and supported some 1,100 households that needed help with daily tasks, such as food and medicine delivered to their home.

## *Supports for tenants in self-isolation*

We invited all tenants who were self-isolating to tell us, so we could take appropriate safety measures and connect them to needed supports. We worked with volunteer networks and other groups to get food, medicine and other necessities delivered to tenants who were in self-isolation.



**Student volunteer Tristan Sharma carries supplies for tenants in Regent Park**



### **Community Services Coordinator Christine Markham conducts a wellness check**

#### **Filling the gaps**

Staff also worked with community agencies and food bank providers to fill any gaps when those agencies have had to cut back services, to ensure we continued to support vulnerable tenants. Food banks located in TCHC buildings remained open and supported by TCHC during the pandemic.

#### **Partnering with Toronto Public Health**

Throughout the pandemic we met regularly with Toronto Public Health, which provided clear guidance on our role in preventing the spread of the virus in our buildings. Based on Toronto Public Health's advice, we put in place enhanced cleaning protocols for our buildings that were continuously aligned with evolving public health guidelines.

#### **Communications with tenants**

We regularly communicated with tenants on how to stay safe through social distancing, wearing a mask and hand washing hygiene, and how to contact TCHC staff if they needed supports.

#### **Mobile testing clinics**

Starting in June 2020, we began working with healthcare and community partners to deliver mobile testing clinics in our buildings. Clinics were delivered using TTC buses or a common space in a TCHC building or a nearby community centre. Door-to-door testing was done in buildings with a high number of vulnerable or isolated tenants.

## *Providing homes to people from the shelter system*

We worked closely with the City of Toronto to provide rapid housing to 400 people who were living in the shelter system. With the help of community partners, these tenants moved into their new homes with supports in place for the basic needs of daily living, such as furniture, health care and food.



**Masks and COVID-19 info prepared for TCHC tenants**

## Strategic Direction

# Strategic Priorities 2020–2021

The 2020-2021 Strategic Priorities are the roadmap to guide how TCHC will work together in 2021 to continue improving the lives of our tenants.

*With such major change comes an opportunity to prioritize the work that we do as a company, to set us up for success and move us closer to our vision of “Quality homes in vibrant communities where people are proud to live and work.”*

The six strategic priorities build on the progress made to date and they serve to focus the company on:

- Delivering reliable and quality services closer to tenants
- Bringing the TCHC Culture Model to life
- Inspiring our employees to continue to make our vision a reality

### **Goal 1**

Support the rights of every tenant to have reasonable enjoyment of their homes.

#### **By the end of 2021...**

We will know what needs and supports are required for new and existing tenants and will be able to address needs as defined within our mandate.

### **Goal 2**

Build high performing teams that bring to life a culture of tenant service.

#### **By the end of 2021...**

TCHC's Culture Model will be embedded in the way every employee works to support tenants.

### **Goal 3**

Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs.

#### **By the end of 2021...**

We will have processes and tools in place that empower frontline leadership and employees to make tenant-focused decisions locally.

### **Goal 4**

Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures.

#### **By the end of 2021...**

There will be trusted sources of data and governance in place that enable TCHC to collect and analyze data to make informed and timely business decisions.

### **Goal 5**

Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools.

#### **By the end of 2021...**

HoMES will be fully operational, providing integrated housing and tenancy management services.

### **Goal 6**

Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments.

#### **By the end of 2021...**

We will have operationalized the Integrated Service Model across the Seniors Housing Unit portfolio.

# HoMES: Changing How TCHC Does Business

In 2020, the HoMES Project continued efforts to implement the new housing management solution. Due to the pandemic, project staff, along with staff from across TCHC, had to adapt to a virtual work setting in order to keep the project on track.

HoMES Track 1A successfully went live on July 6, 2020. Track 1A affected mostly our Finance, Commercial Business and Development teams. Among the many positive changes it brought to the organization, Track 1A automated and standardized business processes for creating and approving requisitions and purchase orders, budgeting and property set-up.

The project team completed the first test cycle for Track 2 in November 2020. The HoMES Project team hosted a series of virtual road shows in November and December to share updates and engage

staff in conversation about what has been happening on the project.

Staff training for Track 1B took place in December 2020 and January 2021. Track 1B will bring many positive changes for the organization, including better job forecasting and more accurate reporting.

The HoMES Project Management Office (PMO), with the approval of the Steering Committee, made a significant decision at the end of 2020. The PMO announced the split of Track 2 into two phases: Track 2A and Track 2B.

Track 2A will go live in May 2021 and Track 2B will go live in October 2021. The PMO put considerable thought into this decision and is confident this approach is best for the organization.

HoMES will change the way we do business at TCHC, and in 2020, we made vital steps in getting us there.

# Tenant Service Hubs

## *Business Operations*

In 2020, TCHC planned, designed and launched three Tenant Service Hubs (Hubs) across the city. The Hubs bring services closer to tenants and provide a single location where tenants can get the services they need. Through the Hubs, tenants have a prime point of contact and a space where they can pay rent, place work orders, hand in annual rent review paperwork and inquire about any questions or concerns they may have.

In preparation for the launch of the Hubs, TCHC held a series of Hub Simulation Workshops. This enabled TCHC to get a better understanding of what supports frontline staff working in the Hubs will need. Feedback and ideas from the workshops were used to inform the development of additional resource materials and staff training.

Among the materials developed by TCHC through this process is the Hub Playbook. This playbook is a living document that was created in partnership with Hub staff. It serves as a resource guide for staff working at the Hubs to help them respond to common tenant requests.

TCHC is working to implement the remainder of the Hubs by the end of 2021.



**Official opening of the West Region Tenant Service Hub**

# Seniors Housing Unit

## *Supporting seniors during COVID-19*

During the COVID-19 pandemic, staff in the Seniors Housing Unit have worked tirelessly to ensure the safety of the 14,000 senior tenants across TCHC's portfolio of 83 seniors buildings. Staff conducted more than 13,000 tenant wellness checks through telephone and door-knocking, and distributed masks and public health information to all tenants. Staff also coordinated with the City of Toronto and community partners to support five mobile

COVID-19 testing clinics in seniors buildings, resulting in 912 senior tenants getting tested.

Seniors Housing Unit staff were integral in executing a mobile influenza vaccine program alongside regional community health and social service partners. The program engaged more than 9,700 senior tenants and enabled 1,500 tenants to get the flu vaccine.

## *Integrated Service Model*

After extensive preparation and consultation, the Integrated Service Model (ISM) was launched on December 11, 2020 in 18 seniors buildings in the south-east region. The ISM is a research-based approach to enhancing the ability of senior tenants to age in place by increasing their access to health and community support services. The model will be introduced to all 83 seniors buildings in phases throughout 2021 and 2022.

An important factor in the success of the ISM will be the strength of the Seniors Housing Unit's partnerships with the Ontario Health Teams (formerly the Local Health Integration Networks) and regional health and social support agencies. As a result, the Seniors Housing Unit expects that senior tenants will experience greater access to health and wellness supports within their buildings.

With these collaborative support efforts, the Seniors Housing Unit looks forward to enhancing the quality of life for our senior tenants while furthering their independence and allowing them the ability to safely age at home.



**Mobile influenza vaccination clinic at Arleta Manor on Jan. 18, 2021**



**Staff went door-to-door to deliver food, masks and supplies to tenants**

# Development

## *Regent Park Revitalization*

In December 2020, Toronto Community Housing selected Tridel Builders Inc. as its developer partner for Phases 4 and 5 of the Regent Park revitalization following a rigorous, multi-stage, competitive public procurement process.

TCHC and Tridel will be joint venture partners in creating a new mixed-income, mixed-use community for Phases 4 and 5. Under the current rezoning, together we will be building nearly 2,000 market and RGI replacement units along with new roads, parks, and community facilities.

Tridel's plan includes a community economic development program totaling \$26.8 million. The program is designed to meet the evolving needs of the community and will be shaped over the coming year with regular, frequent and direct input from the Regent Park community on their priorities.

Tridel is Canada's leading developer and builder of condominium residences, with more than eight decades of diverse experience in home and community building. Currently, Tridel is also TCHC's developer partner for the Alexandra Park and Leslie Nymark revitalization projects.

# Capital Plan

## *Summary*

Toronto Community Housing secured two major capital investments in 2019 that bolstered its building capital renewal program for 2020 and beyond. TCHC secured a nine-year, \$1.34 billion investment from the federal government through the National Housing Strategy's Co-investment Fund and a permanent annual allocation of \$160-million for capital repairs from the City of Toronto. This stable funding is enabling TCHC to deliver record levels of investment to repair and upgrade its buildings to improve the living conditions, safety, accessibility and comfort for tenants, while also making our buildings more resilient, sustainable and energy efficient.

In 2020, Facilities Management (“FM”) was hard at work successfully delivering our \$350-million capital repair program. The team also completed an additional \$17.4 million of work advanced from our 2021 plan.

Due to the COVID-19 pandemic, 2020 presented many unique challenges, from tenant engagement limitations, to changes in design processes and construction protocols, to limited access to tenants’ units to make in-suite capital repairs. Faced with these challenges, the FM team found new and innovative ways to deliver ongoing projects and plan future ones. The team remains focused on efforts to achieve the targets of the National Co-Investment Fund for renewed, accessible and sustainable buildings and communities.

## Progress on CMHC Targets

### **Accessibility**

FM is a strong and innovative leader in improving accessibility. Staff work closely with the tenant-led R-PATH (Responsible Personal Accessibility in Toronto Housing) Committee and the Tenancy Resolution Office (“TRO”) to identify and remove barriers so that our built environment is better aligned with a corporate culture that recognizes the dignity and worth of every person living in our housing.

In 2020, FM began 10 common area accessibility improvement projects across our portfolio. These improvements benefitted 10,284 households. These projects, which often target our large towers, lay the groundwork for modifying tenants’ units to improve accessibility, by renovating building vestibules and lobbies, laundry and community rooms, and emergency exits. As well, a number of accessibility upgrades in common areas were designed and planned in conjunction with some of the Tenant Service Hubs, with the improvements being implemented in 2021 during Hub construction. These upgrades will strengthen important community spaces that directly enhance quality of life for tenants.

The FM team worked closely with the TRO, tenants and health care practitioners in 2020 to provide in-suite accessibility modifications on an as-needed-basis in order to meet the specific needs of the tenant. In doing so, FM staff monitored health and safety risks, and implemented

the required accessibility modifications while following all public health measures.

### **Energy**

TCHC is on target to reduce energy consumption by 25 per cent by December 31, 2028. Through our building capital renewal plan and other programs, FM is making existing and future buildings more energy efficient, through retrofits or sustainable design principles.

The various energy retrofits and conservation measures being delivered by the FM team include:

- Replacing building heating and cooling systems, equipment and associated subcomponents to improve ventilation and air quality
- Upgrading windows, exterior doors, plumbing fixtures and lighting systems, including converting to LED lighting systems, controls and sensors
- Upgrading, repairing and remediating the building envelope and balconies

Energy retrofit projects are bringing components and systems in our buildings up to current energy standards. We are going beyond “like for like” replacement by using new products and innovative technologies that modernize buildings, save energy and reduce greenhouse gas emissions.

# Partnerships

## The TCHC Perspective



## The View From Our Partners



## A Visit to Global Medic: Our Pandemic Response Partner



Please visit [annualreport.torontohousing.ca](https://annualreport.torontohousing.ca) to view our videos and learn more about some of our 2020 highlights.

# Community Impact

## Testimonials & Perspectives

### *Community Engagement: The Programs*



### *Community Engagement: The Outcomes*



### *Improving Accessibility: The R-PATH Story*



### *Hear From Our Frontline Staff*



Please visit [annualreport.torontohousing.ca](http://annualreport.torontohousing.ca) to view our videos and learn more about some of our 2020 highlights.

# Community Safety Unit

Throughout 2020, TCHC's Community Safety Unit (CSU) was able to provide safety and support to our buildings and communities while continuing to deliver a variety of engagement activities. CSU also increased its response to COVID-19 through specific wellness checks to ensure tenants had the supports they needed.

## *2020 engagement activities*

Along with the various engagement activities carried out by Special Constables day-to-day, Community Safety Advisors (CSAs) facilitated community safety promotion awareness and outreach to residents. This is done through training sessions, workshops, community meetings and other engagements activities. CSAs established effective working relationships with community groups to promote safety and develop effective partnerships with community stakeholders, residents and TCHC staff.

Some of the many engagement activities that the CSAs delivered in 2020 with COVID-19 measures in place included:

- “37 Kids” and “Revite NERDs” – Summer safety planning activities and presentations in Lawrence Heights with participants, leaders and staff.
- Youth-only community safety walk – Recognizing input from youth in our communities and how revitalization

impacts them. This also included seeking expert advice from Crime Prevention Through Environmental Design (CPTED) on concerns raised by youth.

- Halloween in Lawrence Heights – An outdoor, COVID-safe Halloween event for the tenants in the Lawrence Heights neighbourhood.
- “Christmas Comes Early” – 1,000 winter coats and 500 sweaters were distributed in TCHC communities throughout the city along with food and personal care products.
- Calvin Klein clothing distribution – CSU secured and distributed 6,000 articles of Calvin Klein clothing for tenants in need.
- Turkey giveaway – Provided 650 turkeys donated by the ANIDA food bank to tenants across a number of our communities



**CSU Special Constables are in the community engaging tenants and working alongside our partners.**

## *Violence reduction*

CSU also instituted a Violence Reduction Program (“VRP”) which supports Toronto Community Housing’s efforts to improve the tenant perception of safety in communities requiring support.

## *Harm reduction*

To support a shift to harm reduction approaches in our communities, naloxone was approved for use by the Community Safety Unit in May 2020. Over the course of the year, CSU officers administered naloxone in emergency situations a total of 14 times.

Toronto Community Housing is proud and appreciative of the fine work that VRP Officers and all CSU Special Constables commit to every day.

# Fire Life Safety & Emergency Management

In 2020, the challenges and restrictions of the COVID-19 pandemic forced our Fire Life Safety & Emergency Management (FLS & EM) department to adapt and think of new ways to provide essential services to TCHC.

The department continued to provide fire life safety education to staff and tenants, and perform fire life safety audit inspections. It also managed notices of violations, ensured up-to-date fire safety plans, and supported other departments with fire life safety programs.

In 2020, steps were taken to ensure the consistent enterprise-wide application of fire life safety and emergency management principles across the organization during an active pandemic response. Recognizing the importance of maintaining a positive presence in our communities, FLS & EM

partnered with the Toronto Fire Services (TFS) on several measures.

- To ensure compliance with public health orders and best practices, it adjusted the format of the regular public education sessions in our buildings by delivering the sessions through the building communication system.
- To engage our tenants on fire safety over the holidays, the team developed a holiday decorations safety poster in partnership with TFS and added it to the annual Holiday Safety campaign.

As well, fire safety posters and other print materials were developed and distributed to all TCHC buildings and communities in partnership with the Strategic Communications team, to ensure regular engagement with our tenants about fire safety and fire prevention.

# Fall Internships

In Fall 2020, TCHC welcomed its virtual cohort of 16 paid interns working in the Operations Division. We valued their input on supporting vulnerable tenants during team meetings and their help in conducting door-to-door outreach. The interns also helped to mobilize tenants to join and participate in online forums, including virtual talkback sessions with tenants to discuss anti-Black racism.

For many of the interns, this experience would have been a lot different had it not been for COVID-19. But they found ways to benefit from the internship despite not being able to meet tenants in community settings or work with colleagues in person. The interns were still able to build networks and meet potential mentors, learn from others and adopt best practices virtually.

Navigating a new way of working and learning on the job presented a myriad of new opportunities, which we hope will

make a difference for our interns in their chosen careers. One such opportunity was developing a presentation to promote the Investing in Our Diversity Scholarships Program to the Rotary Club. The interns took the time to research past recipients, review registration guidelines, and create a presentation and write a speech for their manager to present to the Rotarians.

Having interns is a reminder to staff that “we were once there.” It is humbling and exciting to see the next generation of leaders and change-makers learn about what TCHC does and help to improve it with innovative ideas.

We thank our 2020 interns and wish them every success in their chosen careers.

# About Our Communities

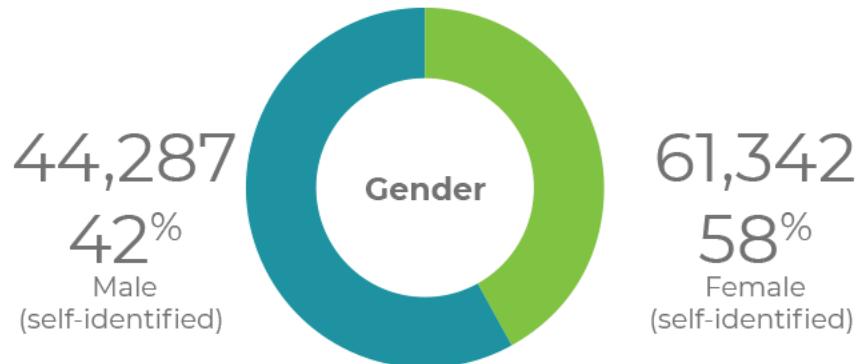
## Demographics



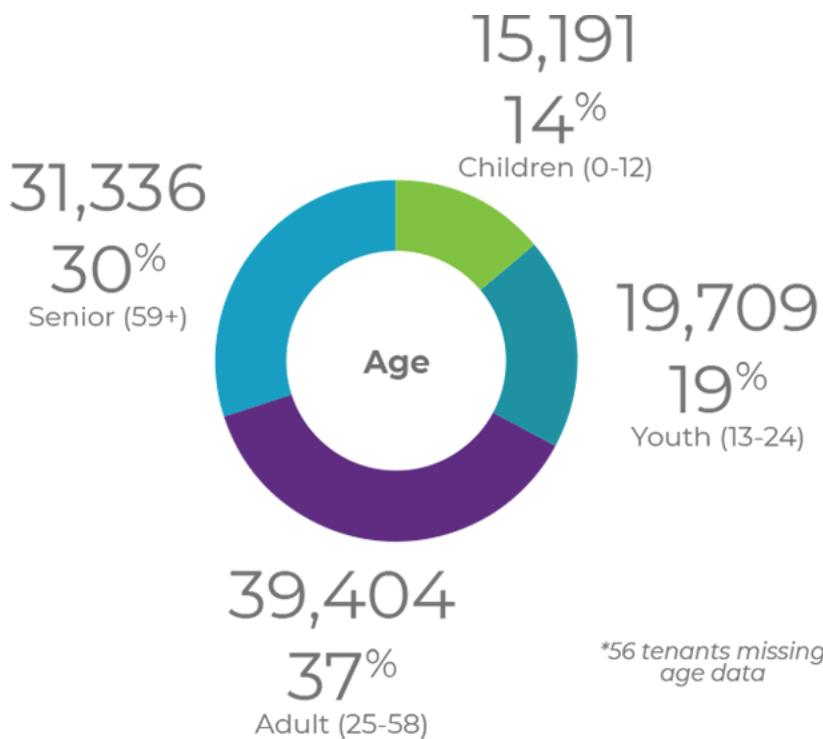
### Tenants

**105,696**

Total tenants

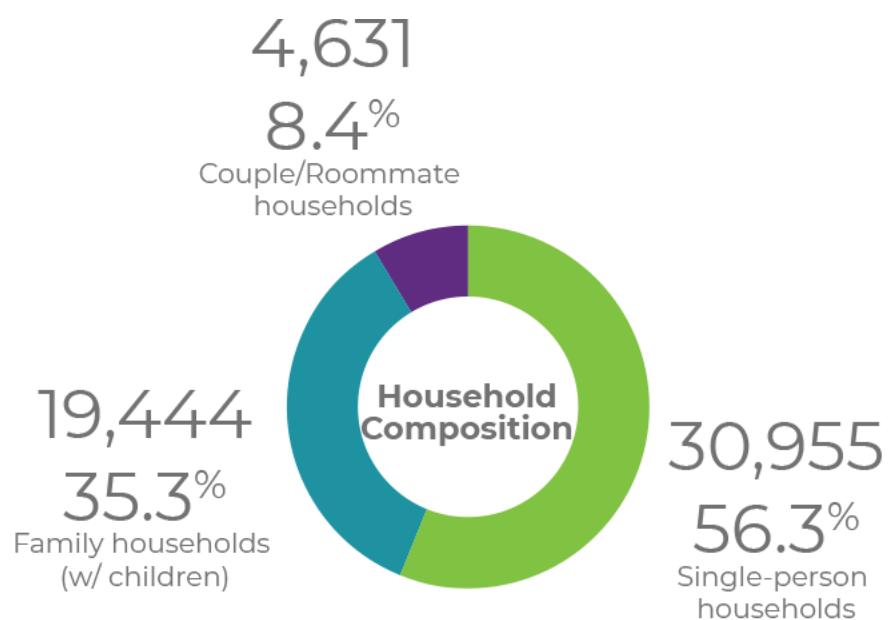


\*67 tenants missing gender data

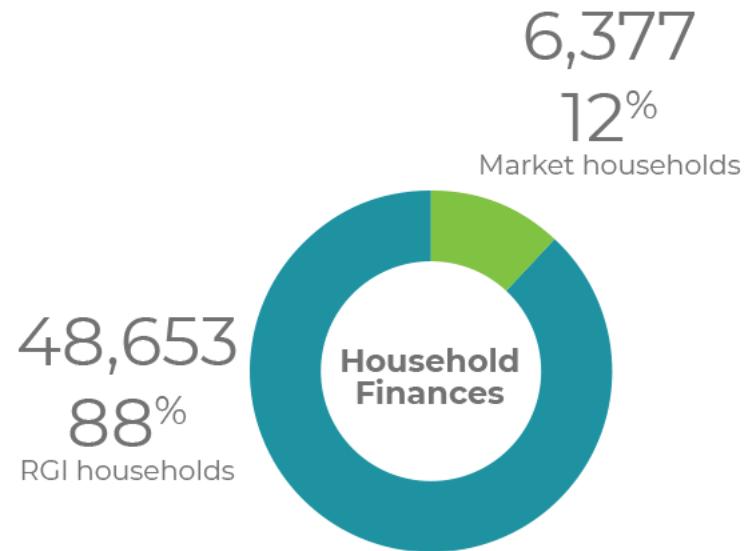


## Households

**55,030**  
Total households



**9.97 Years**  
Average tenancy length (current unit)

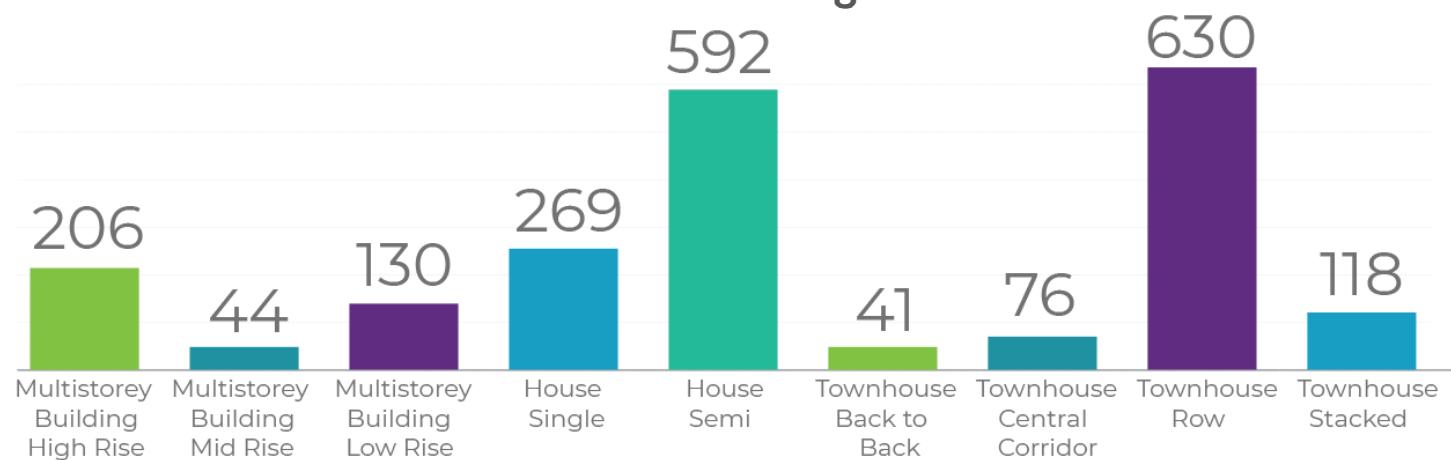


\$ 40,903.87  
Average Market Household Annual Income

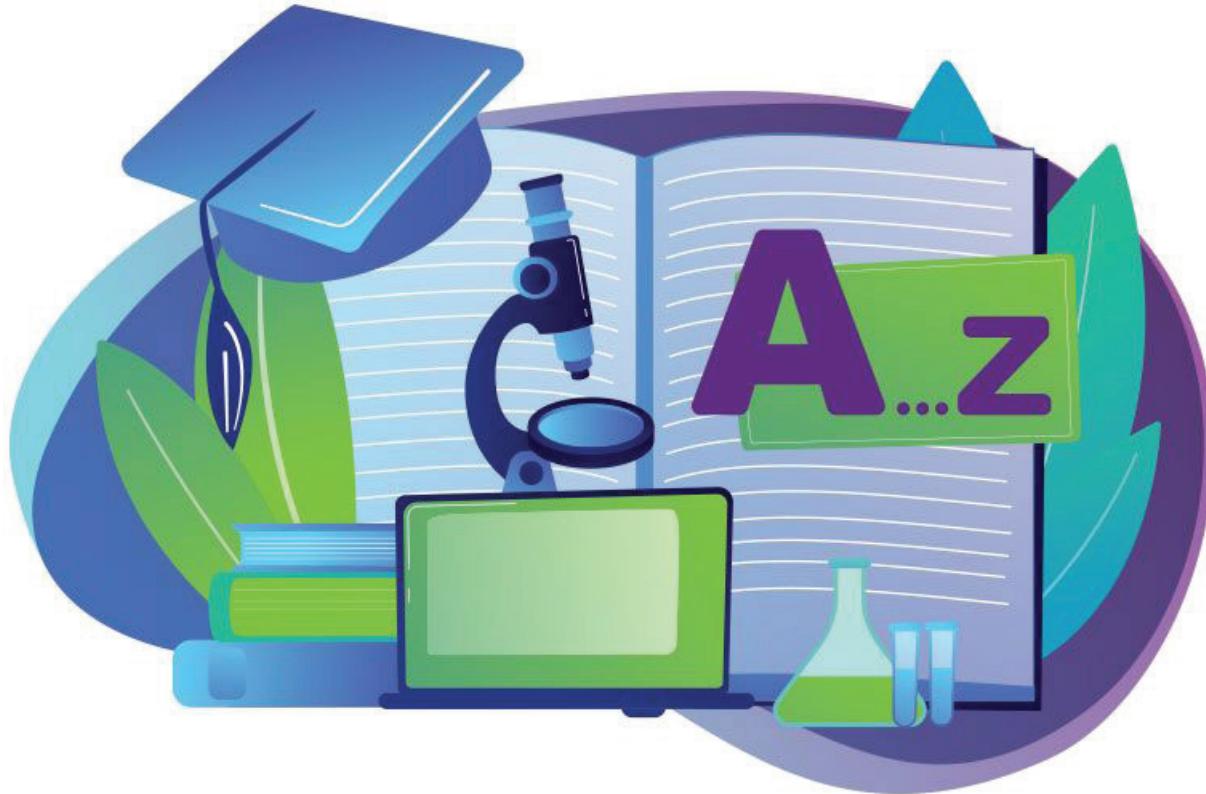
\$ 19,821.47  
Average RGI Household Annual Income

## *Buildings*

**2,106**  
Total buildings



# Scholarships



## **Toronto Community Housing worked with donors to continue awarding scholarships to Toronto youth during the pandemic**

In 2020, Toronto Community Housing's scholarship programs moved to a virtual format. Beginning with the application process, the virtual format engendered by the epidemic meant that every step up to and including handing over the awards was conducted virtually. TCHC staff encouraged youth to apply, worked with generous funding partners, helped to evaluate entries and created video biographies of recipients, and in the case of the Don Summerville Scholarships, even created video invitations and coordinated a live award night via Zoom.

The Don Summerville Scholarship Program, funded by TCHC's Developer partner (Context Development in partnership with RioCan Living) in the Don Summerville Revitalization community, was launched this pandemic year. The first-ever scholarship recipients were selected in December, and their "award ceremony" featured messages from recipients' families via prerecorded videos and live appearances by Ward 14 Councillor and TCHC Board member Paula Fletcher, MP Julie Dabrusin, MPP Peter Tabuns, representatives of scholarship donors Context Development and RioCan Living, and TCHC's Chief Development Officer Vincent Tong.

During the pandemic, TCHC also continued to offer its longstanding Investing in Our Diversity Scholarship Program (IIOD), which enables dozens of youth each year to take a step in achieving their career or personal goals. One of TCHC's best-known programs, IIOD scholarships help fund postsecondary studies or training for Toronto youth involved in promoting diversity, equity and anti-racism dialogue in their communities.

Each year, TCHC frontline staff provide hands-on guidance along the multiple steps to completing an IIOD application. In 2020, that support and guidance began in person, in January and February, and then abruptly shifted to a virtual format along with the rest of the world. In October, 59 IIOD scholarships were awarded – and handed out virtually.

The IIOD program awards scholarships of up to \$4,000 to help Toronto students up to age 29 pursue postsecondary studies or training. The program is generously supported by many corporate, community and individual donors, who agree on the importance of recognizing the academic excellence and community leadership of youth who live in TCHC communities or within the catchment area of the Scadding Court Community Centre.

## **2020 Investing In Our Diversity Scholarship Donors**

**Founding Partners and Donors:**  
Scadding Court Community Centre,  
Blaney McMurtry LLP.

**Donors:** Sinai Health System,  
Dentons Canada, Yardi Canada Ltd.,  
Pattison Sign Group, Toronto  
(Central) Lions Club, W. Edmund  
Clark, Anne Fleming, Kevin  
Marshman, Debbie Douglas, Nick  
Macrae, Adele Imrie.

The program was founded in 2001 by the late Bill McMurtry, Founding Partner, Blaney McMurtry LLP, and Kevin Lee, Executive Director of Scadding Court Community Centre. TCHC became a partner in 2006.

In 2020 another signature TCHC scholarship program, the Limitless Heights Scholarship Program, awarded its last scholarships after \$500,000 in scholarships were awarded over nearly a decade. The donor throughout that time was TCHC developer partner Context and Metropia (Heights Development Inc.). The partner also committed to \$3.5 million worth of resident employment and training since 2013 for Lawrence Heights tenants: since then, more than 120 scholarships have been awarded, more than 200 job opportunities and 200 pre-employment and skill-building opportunities have been created, and 550 youth summer job opportunities, internships, and student placements for TCHC tenants have been provided.

Much of the credit for TCHC's scholarship programs is due to the dedication of

donors who have contributed to IIOD and other programs for the past 16 years, and did so again in 2020 despite the pandemic. Said TCHC President and CEO Kevin Marshman:

*"We owe a special thank you to Toronto donors, who continued in this difficult year to invest in our young people's future. Their generous support has enabled Toronto Community Housing to continue to award scholarships. It's important to also recognize the contribution of the families, friends and mentors of our scholarship recipients, who make invaluable contributions to their success."*

### Investing in Our Diversity Scholarships



# Active Living Program Statistics



## Rookie League

Rookie League is a summer baseball program run in partnership with the Jays Care Foundation.

**60**

Communities

**540**  
Participants

**7**  
Weeks of Programs

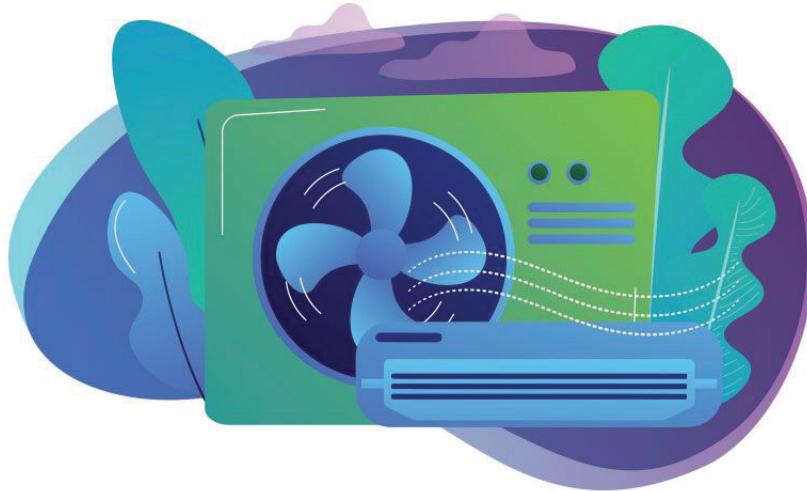
**104**  
Facilitators

**300**  
Virtual Sessions

Due to COVID-19 restrictions, Rookie League was adapted to an online summer program in 2020.

Staff led participants in interactive games, exercises, arts and crafts, and learning activities in daily 45-minute sessions.

# Enhancing Safety and Energy Performance



## *Window Air Conditioner Exchange Program*

To enhance safety features and improve tenant comfort in TCHC buildings, TCHC worked to remove and exchange window air conditioners that were not over a balcony, at no cost to tenants, for portable floor model versions. The floor models, along with being safer, provide better cooling, are quieter, and improve overall energy performance.

By fall 2020, TCHC had replaced approximately 17,000 window air conditioners from its mid and high rise buildings with floor-model air conditioners.

The program was delivered following strict COVID-19 protocols.

**17,007**  
Total completed exchanges to date

Total affected sites:

**218**

AC Exchange  
Program

**3,577**

AC Replacement  
Program – Phase 1

**13,430**

Service requests  
completed by  
completion of Phase  
2, Nov 2020:

**9,094**

# Governance and Management

## Board of Directors

The board of directors oversees the overall governance of the corporation, sets strategic direction and monitors performance against the strategic and business plans. Our board of directors consists of the Mayor or his representative, two City Councillors and nine citizens including two Toronto Community Housing tenants. The board is accountable to the City of Toronto through presentation of its business plan, annual reports and financial statements. The board delegates key areas of interest to three board committees.

- The Building Investment, Finance and Audit Committee (BIFAC) helps the board in fulfilling responsibilities on items such as capital funds and investments, financial compliance and internal and external audits.

- The Governance, Communications and Human Resources Committee (GCHRC) helps the board implement appropriate standards of corporate governance, and fulfils oversight responsibilities on corporate governance, executive compensation, succession planning, government relations and corporate communications.
- The Tenant Services Committee (TSC) helps the board in fulfilling its responsibilities on matters such as community relations and tenant engagement, community safety and security, and oversight of the Office of the Commissioner of Housing Equity.

# Board Members in 2020



Tim Murphy (Chair)



Deputy Mayor  
Ana Bailão



John Campbell



Amanda Coombs  
(term ended  
March 10, 2021)



Debbie Douglas



Ubah Farah



Cllr. Paula Fletcher



Adele Imrie



Linda Jackson  
(term ended  
March 10, 2021)



Nick Macrae



Councillor  
Frances Nunziata



Brian F.C. Smith  
(Vice Chair)

And welcome our two new directors who joined the Board in March 2021



Marcel Charlebois



Naram Mansour

# Executive Leadership Team

Responsible for the strategic leadership of the company and its subsidiaries, as of March 31, 2021, our team included:



**Kevin Marshman – President & Chief Executive Officer**  
(retired March 31, 2021)



**Luisa Andrews – Vice President, Information Technology Services**



**Jill Bada – Interim General Manager, Seniors Housing Unit**



**Paula Knight – Vice President, Strategic Planning & Communications**



**Rose-Ann Lee (Officer) – Chief Financial Officer and Treasurer**



**Darragh Meagher (Officer) – General Counsel & Corporate Secretary**



**Sheila Penny (Officer) – Chief Operating Officer (Acting President & CEO effective April 1, 2021)**



**Barbara Shulman (Officer) – Interim Vice President, Human Resources**



**Vincent Tong (Officer) – Chief Development Officer**

# Financials

## Assets

<b>Current Assets</b>	<b>2020</b>	<b>2019</b>
(in thousands of dollars)	\$	\$
Cash	134,824	—
Investments	219,608	149,608
Restricted cash for externally restricted purposes	6,266	6,581
Accounts receivable	52,646	94,704
Grants receivable	68,292	11,272
Loans receivable	12,029	5,335
Prepaid expenses, deposits and other assets	14,781	12,555
	<b>508,446</b>	<b>280,055</b>

Loans receivable	59,947	55,188
Grants receivable	11,250	12,186
Investments in joint ventures	13,234	15,257
Capital asset replacement reserve	—	60,644
Cash for capital expenditures under restrictions with lenders	—	135,650
Receivable from the City of Toronto	19,325	19,325
Housing projects acquired or developed	1,694,018	1,681,823
Improvements to housing projects	2,003,447	1,807,770
Assets held – for – sale or transfer	2,790	3,069
Prepaid lease	745	801
<b>Total Assets</b>	<b>4,313,202</b>	<b>4,071,768</b>

## Liabilities

Current liabilities	2020	2019
(in thousands of dollars)	\$	\$
Bank loan and bank indebtedness	—	68,917
Accounts payable and accrued liabilities	221,065	248,541
Tenants' deposits and rents received in advance	17,577	16,884
Deferred revenue	18,643	12,643
Project financing and debenture loans	82,448	70,434
	<b>339,733</b>	<b>417,419</b>

Capital asset replacement reserve	—	60,644
Deferred revenue on long-term leases	1,670	1,070
Deferred revenue on land sale	16,728	14,228
Employee benefits	82,398	79,961
Project financing	1,736,011	1,690,826
Deferred capital contributions	1,062,088	751,952
Total liabilities	<b>3,238,628</b>	<b>3,016,100</b>

Accumulated Surplus		
Share capital		
Authorized and issued 100 common shares	1	1
Internally restricted funds	245,884	186,579
Contributed surplus	5,136	5,136
Unrestricted surplus	823,553	863,952
Total net assets	<b>1,074,574</b>	<b>1,055,668</b>
	<b>4,313,202</b>	<b>4,071,768</b>

## Revenue

	2020	2019
(in thousands of dollars)	\$	\$
Subsidies	244,960	232,474
Rent		
Residential	349,431	340,082
Commercial	16,949	15,932
Amortization of deferred capital contributions	59,849	58,321
Parking, laundry and cable fees	18,489	18,974
Investment income	9,308	11,472
Joint venture income (loss)	4,371	2,750
Safe Restart program	9,877	–
Gain on sale of housing projects and other capital assets	29,951	6,230
Capital asset replacement reserve	61,518	–
Plant and other revenue	7,840	6,023
	<b>812,543</b>	<b>692,258</b>

Expenses		
Operating and maintenance	248,785	205,966
Utilities	129,404	125,028
Municipal taxes	19,339	18,489
Depreciation	213,356	198,326
Interest	78,410	78,853
Community safety services	35,086	30,676
Corporate services	61,421	71,441
Plant and other expenses	9,636	6,780
	<b>795,437</b>	<b>735,559</b>
Excess (deficiency) of revenue over expenses	<b>17,106</b>	<b>(43,301)</b>

The screenshot shows a web browser displaying the 'annualreport.torontohousing.ca' website. The page features a large background image of several people wearing masks and holding certificates or documents, standing outside a building. Overlaid on this image is the text 'A Year Like No Other' in large white letters, followed by 'Compassion. Support. Community.' and '2020 GRATITUDE REPORT'. In the top left corner of the image, the orange 'Toronto Community Housing' logo is visible. A navigation menu with three horizontal bars is in the top right. Below the image, there's a section titled 'A Message From the Chair' with a portrait of Tim Murphy, the Chair of Directors, and some text about the challenges of 2020.

## A Message From the Chair

There is no question 2020 was a year unlike any other, as COVID-19 disrupted the way we worked and lived. Looking back on this challenging year, what stands out most is the exemplary work done by our employees, day after day, to deliver services and support to tenants. In so many ways, it defines who we are and what we stand for as a social housing provider.

Throughout the pandemic, most of our employees have been on the frontlines serving communities hard hit by the virus. In the face of this challenge, our frontline employees stepped up beyond simply keeping buildings clean and well-maintained, but also to ensure tenants were cared for through wellness checks. We were able to support tenants through working with community partners to provide food, medicine and other essentials. We also played a critical role in testing and more recently vaccinations at TCHC buildings so that tenants could receive these services close to home. At the same time, the rest of our team kept our day-to-day business

**Tim Murphy,**  
Chair, Board of Directors

To tell the story of the commitment, courage, passion and resiliency of Toronto Community Housing's team and tenants during the pandemic year, we created the 2020 Gratitude Report as a microsite with videos and other digital content. This publication is a printed version of the microsite.

We invite you to explore the microsite online at <https://annualreport.torontohousing.ca/> and to share your feedback by sending an email to [public.affairs@torontohousing.ca](mailto:public.affairs@torontohousing.ca).





Toronto  
Community  
Housing

Call 416-981-5500 to request a copy  
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or format.

Visit [torontohousing.ca/annual-report](http://torontohousing.ca/annual-report)  
for a digital copy.

Visit our 2020 Gratitude Report  
microsite at  
[annualreport.torontohousing.ca](http://annualreport.torontohousing.ca)

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